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Water, Land
and Air Protection

SERVICE PLAN
2004/05 – 2006/07

BRITISH
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SERVICE PLAN
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BRITISH COLUMBIA

Table of Contents

Premier's Letter to the Minister 3

Message from the Minister 5

Accountability Statement 7

Ministry Overview 9

Resource Summary 10

Core Business Areas 12

Goals, Objectives, Strategies and Results 15

Related Initiatives 35

Environmental Appeal Board and Forest Appeals Commission 37

Appendix 1. Strategic Context 38

- **Vision, Mission and Values** 38
- **Planning Context** 39
- **Highlights of Strategic Shifts and Changes from Previous Service Plan** 43
- **Consistency with Government Strategic Plan** 45

Appendix 2. Risk Management 51

Appendix 3. Update on *New Era* Commitments and Key Projects 54

Appendix 4. Ministry Organizational Structure 59

Appendix 5. Summary of Related Planning Processes 60

- **Human Resource Management Plan** 60
- **Information Resource Management Plan** 61

BRITISH COLUMBIA

January 26, 2004

Honourable Bill Barisoff
Minister of Water, Land and Air Protection

Dear Colleague:

Since June 2001, our government has been working to implement our *New Era* vision to revitalize the economy, restore sound fiscal management, and put patients and students first.

Our *New Era* platform contained 201 specific commitments that our government would undertake on behalf of British Columbians. These included a commitment to "establish service plans that include measurable performance standards and targets for all programs that are annually audited and published, for all taxpayers to see."

On June 25, 2001, I sent your predecessor a letter of instruction setting out the key priorities for your Ministry, including a list of the *New Era* commitments assigned to your Ministry. These commitments were also included in the Government Strategic Plan and Ministry Service Plans that were tabled in the Legislature in February 2002, covering fiscal years 2002/03 through 2004/05.

The Service Plan you are tabling today represents the final year of the first three-year plans. And it shows that we have made significant progress toward honouring our commitments. Specifically, of the nine *New Era* commitments that involved your Ministry, the province has now completed or begun work on all of these. Accomplishments in your Ministry over the past two-and-a-half years include:

- Established the Gulf Islands National Park with the federal government and provided $25 million in funding for parkland acquisitions in the Gulf Islands, protecting one of the province's most treasured natural areas.
- Improved British Columbia's water quality monitoring and reporting capacity, providing increased protection for the province's water.
- Negotiated new park management agreements with park operators, improving service and recreation opportunities at campgrounds and day use parks.

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In the coming year, the province will continue work on a number of priorities to honour the commitments that we have made. These are detailed in your Ministry Service Plan, and include:

- Work to increase public access to provincial parks.
- Eliminate contaminated site regulatory backlogs within 24 months.
- Ensure a two-week turn around on pesticide application certification.

It is important to note that all of the province's achievements to date, and our priorities for the year ahead, will be accomplished while balancing the budget in 2004/05, and having significantly increased funding for health care and education.

Clearly, we will do more if we can, as new resources are available, to build on the funding priorities detailed in this Service Plan – in a way that is consistent with our balanced budget commitment.

As our measures to revitalize the economy continue to create new jobs, growth and investment, this will allow us to continue strengthening public services for the benefit of British Columbians. Opportunities like the 2010 Olympic and Paralympic Winter Games will showcase British Columbia to the world and generate economic benefits all across our province. Future service plans will further demonstrate those benefits.

I know that you will continue to build on the progress your Ministry has made. Let me conclude by thanking you for your commitment to serving the best interests of all British Columbians.

Yours sincerely,

Honourable Gordon Campbell
Premier

BRITISH COLUMBIA

Ministry of Water, Land and Air Protection

According to the government's Strategic Plan, "sustained economic competitiveness depends upon British Columbians maximizing the benefits from our natural resources, maintaining the quality of our environment, and enhancing the health of our communities."

British Columbia is world-renowned for its natural beauty, as well as its tremendously rich resource and land bases. It is the goal of government to balance sustainable economic development with protection of our physical environment, while always remembering it is precisely this sustainable economic development that provides government with the financial resources to maintain, protect and promote our physical environment.

Across our ministry, we will bring an approach informed by science to our actions. We will use a principled approach. And we will set clear standards. We will ensure that our standards for clean air, water and healthy sustainable communities continue to protect the quality of our environment.

In this three-year Service Plan, you will see that our ministry is committed to streamlining processes and regulation. By removing unnecessary process and outdated regulation we are focusing government resources on making decisions that provide certainty, clarity and results — and doing so quickly.

We are also committed to measuring our actions and activities. Taxpayers must hold government to account for the use of their tax dollars. You will see in our plan measurements for a number of the activities we undertake. I would ask you to read them, comment on them, and most importantly hold us to account for them.

British Columbia has a tremendous opportunity to showcase our province to the world with the 2010 Olympic and Paralympic Winter Games. We have incredible opportunities related to our physical environment. Our parks system is world class. Our backcountry areas bring visitors from around the globe. Our streams and rivers are a tremendous fishing draw. Our ministry will ensure that we work cooperatively with communities, stakeholders, the private sector and other levels of government to ensure that we are ready to welcome the world in 2010 — and for years to come.

We remain committed to the goals in this three-year Service Plan, and I look forward to working on behalf of British Columbians to ensure that we meet them.

Honourable Bill Barisoff
Minister of Water, Land and Air Protection

February 4, 2004

Accountability Statement

The 2004/2005 – 2006/2007 Ministry of Water, Land and Air Protection Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of January 30, 2004 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Honourable Bill Barisoff
Minister of Water, Land and Air Protection

February 4, 2004

Ministry Overview

In early 2002, the government completed its Core Review of all ministries. This review confirmed that the mandate of the Ministry of Water, Land and Air Protection is to protect and enhance the quality of British Columbia's water, land and air in a way that contributes to healthy communities, recreational opportunities, a sustainable environment, and the economic well being of the province.

To protect and enhance the quality of water, land and air, the ministry develops policy and legislation, regulations, codes of practice, environmental contracts and covenants (legal agreements), and administers statutes. Regulatory frameworks allow the ministry to set and report on standards for environmental quality, such as discharges and emissions to water, land and air. The ministry also develops frameworks for the acceptable remediation of contaminated sites and the facilitation of effective responses to high-risk environmental and human health and safety emergencies. The foundation for this work is the ministry's Innovation Model (see Figure 1 on page 43), which focuses on outcome-based regulations and reduced inspections for good performers. Implementation of this model will result in lower costs to government and industry and in maintained or better compliance with environmental regulations.

Stewardship of natural resources is key to maintaining and restoring the province's natural diversity. The ministry sets results-based objectives and standards informed by science for activities that affect biological diversity. It also monitors and reports on selected species and habitats, and acquires information on habitat and species health.

The ministry supports the social, economic and cultural values associated with recreational and other uses of Crown land. It does this by managing key fish, wildlife and habitat activities, as well as provincial parks and protected areas. This includes managing facilities for camping and recreation in designated parks.

The ministry's 924 staff are located in Victoria and nine regional offices, as well as in smaller area offices that are located in the regions to provide a visible presence, enforcement and park operations capacity in local areas. (See Appendix 4 for the ministry's organizational chart.)

The ministry continues to make significant progress in making the strategic shifts and fulfilling the *New Era* commitments first outlined in its 2002/03 - 2004/05 Service Plan. (See Appendix 3.) The ministry's ongoing success in achieving its mandate will depend on its investment in a skilled workforce, information technology, monitoring and reporting, and new performance standards and business models. This requires dealing with resource constraints, reorienting staff skills to meet changing requirements and building relationships with others to achieve results.

Resource Summary

The Resource Summary outlines the estimated expenditures by core business area. The costs of services provided by the Minister's Office, the Deputy Minister's Office, Corporate Policy Division and of the shared services provided by the Corporate Services Division have been included in the Executive and Support Services business area. The costs of the Conservation Officer Service operations have been presented as allocated equally between its major client areas of Environmental Stewardship and Environmental Protection.

Core Business Areas	2003/04 Restated Estimates[1]	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses ($000)				
Environmental Protection[2]	54,671	51,375	51,375	51,375
Environmental Stewardship	39,234	45,080	45,080	45,080
Park, Fish and Wildlife Recreation	32,040	25,523	25,523	25,523
Executive and Support Services	27,433	26,163	26,163	26,163
Total[3]	**153,378**	**148,141**	**148,141**	**148,141**

Notes:

1. These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2004/05 *Estimates*. Schedule A, of the 2004/05 *Estimates*, presents a detailed reconciliation.
2. Includes expenditures funded from the Sustainable Environment Fund (SEF).
3. Ministry revenues flow into the Consolidated Revenue Fund (CRF) or the Sustainable Environment Fund (SEF).

Core Business Areas	2003/04 Restated Estimates[1]	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Full-time Equivalents (FTE)				
Environmental Protection	334	334	334	334
Environmental Stewardship	356	323	323	323
Park, Fish and Wildlife Recreation	172	151	151	151
Executive and Support Services	141	116	116	116
Total	**1,003**	**924**	**924**	**924**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Environmental Protection	624	222	222	222
Environmental Stewardship[2]	80,583	7,206	7,206	7,206
Park, Fish and Wildlife Recreation[3]	4,503	11,215	5,215	2,215
Executive and Support Services	1,250	2,500	1,250	1,250
Total	**86,960**	**21,143**	**13,893**	**10,893**

Notes:

1. These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2004/05 *Estimates*. Schedule A, of the 2004/05 *Estimates*, presents a detailed reconciliation.
2. Environmental Stewardship capital expenditures for 2003/04 include a one-time funding increase for the potential costs associated with acquiring Burns Bog.
3. Park, Fish and Wildlife Recreation capital expenditures for 04/05 and 05/06 include a funding increase for potential expenditures associated with the Kettle Valley trestles.

Environmental Appeal Board and Forest Appeals Commission[1]	2003/04 Restated Estimates[2]	2004/05 Estimates	2005/06 Plan	2006/07 Plan
Operating Expenses ($000)				
Operating Expenses	1,895	1,895	1,895	1,895
Capital Expenditures (CRF)	45	30	30	30
Full-time Equivalents (FTE)	11	11	11	11

Notes:

1. These agencies operate independently and consequently are not considered a core business area accountable to the ministry. However, their budget vote is the responsibility of the Minister of Water, Land and Air Protection, and therefore they are included in the summary.
2. These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2004/05 *Estimates*. Schedule A, of the 2004/05 *Estimates*, presents a detailed reconciliation.

Core Business Areas

The ministry relies on the integration of four core business areas to achieve its four Service Plan goals. The Conservation Officer Service has a dual reporting relationship to the Environmental Protection Division and the Environmental Stewardship Division.

1. Environmental Protection

The core business area of Environmental Protection is led primarily by the Environmental Protection Division. Key programs and services in this business area focus on protecting human health and the environmental quality of water, land and air in British Columbia.

This area's key functions reflect the government's priority of ensuring a strong, private-sector economy that maintains high environmental standards by:

- regulating and monitoring industrial and community activities to ensure compliance with established provincial environmental standards;
- promoting sustainable environmental practices in communities; and
- maintaining a system for ambient air and water quality monitoring and reporting.

Approximately $51,375,000 and 334 FTEs have been dedicated to this core business area.

As outlined in past Service Plans, one of the major focuses of this business area has been developing new legislation, including the *Environmental Management Act*, the *Integrated Pest Management Act* and the *Flood Hazard Statutes Amendment Act*. Such legislative changes, which were made using stakeholder input (e.g., Advisory Panel on Contaminated Sites), facilitate outcome-based regulations that provide clear roles for governments and stakeholders, consistent performance standards, updated fee structures, decreased remedial and legal costs, and a greater focus on those not complying with the regulatory requirements. Providing opportunities for industry-led stewardship programs for the disposal of post-consumer products and shifting the responsibility for lower risk spills to industry and partners will enable the ministry to better focus its resources on high-risk issues.

2. Environmental Stewardship

The core business area of Environmental Stewardship is led primarily by the Environmental Stewardship Division. Key programs and services in this business area focus on working with other ministries, industries, communities and governments to establish standards for governing the use and protection of ecosystems, species and habitats.

This area's key functions reflect the government's priorities of shared stewardship and sustainable economic development. These stewardship activities are aimed at maintaining and restoring fish and wildlife species and their habitats.

Approximately $45,080,000 and 323 FTEs have been dedicated to this core business area.

The ministry has been working with partners to update provincial regulations and strengthen the role of science professionals in developing standards and best practices for ecosystem, species and habitat conservation. The ministry has worked on the *Forest and Range Practices Act* and other regulations that enable results-based stewardship. Over the next three years, the ministry will review the *Wildlife Act* and *Park Act* to better support conservation and the allocation of fish and wildlife resources and to reduce the regulatory burden on business. The ministry will also develop an overarching strategy to protect biological diversity, as well as an action plan for managing and conserving species and habitat that integrates ecological, social and economic objectives. In the future, the ministry will continue to integrate its resources and efforts to protect species and improve the management and development of partnerships for habitat conservation.

3. Park, Fish and Wildlife Recreation

The core business area of Park, Fish and Wildlife Recreation is also led primarily by the Environmental Stewardship Division. Key programs and services in this business area focus on allocating natural resources for hunting, angling and wildlife viewing, protecting recreational values and encouraging recreation-linked economic activity.

This area's key functions reflect the government's priorities of protecting and enhancing recreational services and opportunities and of establishing workable relationships with First Nations, regional communities, other ministries and governments by:

- applying an approach informed by science to promote the effective management of fish, wildlife and park resources;
- providing and enhancing park, fish and wildlife recreational services and opportunities for British Columbians and others; and
- establishing legislation, policies and procedures for park, fish and wildlife recreation.

Approximately $25,523,000 and 151 FTEs have been dedicated to this core business area.

Progress has been made on several key issues, with stakeholder input playing an important role (e.g., the Recreation Stewardship Panel). The ministry has worked with partners to establish the Freshwater Fisheries Society and to improve park management by contractors. Over the coming years, the ministry will continue to respond to the Recreation Stewardship Panel's recommendations and will review the *Park Act* to further support responsible tourism growth. The 2010 Olympic and Paralympic Winter Games will provide an opportunity to encourage sound environmental planning and infrastructure development associated with the Games. In the future, fish, wildlife and park-based recreation and appropriate development within the province's parks will continue to provide economic opportunities for Heartlands communities.

4. Executive and Support Services

The core business area of Executive and Support Services is led through the Deputy Minister's Office, Corporate Policy Division and Corporate Services Division. Key programs and services in this business area focus on providing effective and efficient planning and legislative support to assist core business areas in achieving their goals and objectives.

This area's key functions support the government's priorities of efficient program management and fiscal responsibility.

Approximately $26,163,000 and 116 FTEs have been dedicated to this core business area.

This business area supports key ministry initiatives, such as streamlining legislation and encouraging cooperation for stronger environmental protection (e.g., bilateral agreements with Idaho, Montana and Washington states). The ministry will continue to support legislative reform and improve critical information systems to enhance client service and monitoring. Efforts will also focus on further integrating the ministry's planning processes, identifying risks and reporting environmental trends to the public.

Related Organizations — Environmental Appeal Board and Forest Appeals Commission

The Environmental Appeal Board and Forest Appeals Commission operate independently from the ministry, but their budget vote is the responsibility of the Minister of Water, Land and Air Protection (see the "Resource Summary" section and page 37).

Goals, Objectives, Strategies and Results

For each core business area, a *goal* — a statement of general intent that directly supports the achievement of the ministry's vision and mission (see Appendix 1) — defines what the ministry wants to accomplish in that area of endeavour over the long term.

In support of each goal, the ministry sets specific *objectives*. Objectives are statements that define the broad areas in which the ministry will focus and invest. They are based on direction received from the Core Review process. The specific actions or activities required to turn objectives into reality (such as implementation of a new approach to deal with a problem) are called *strategies*. Depending on resource capacity and management priorities, some strategies receive greater focus than others in some years.

Underlying the delivery of each of the strategies are ongoing operational priorities and key projects that are critical to achieving the ministry's mandate, addressing government priorities and accomplishing strategic shifts (see Appendix 1).

To answer the questions "Are the actions having the desired effect?" and "Are the objectives and goals being met?" The ministry adopts a balanced portfolio of *performance measures* (including outcome, output and efficiency measures).[1]

The components of the business planning/budgeting/performance reporting cycle are closely integrated. As a result, when an objective is revised or replaced (e.g., to better reflect the link between what the ministry is doing and the government's strategic direction), so must the strategies and performance measures associated with it be revised or replaced. This is the cycle of continuous improvement that underpins both effective public service planning and meaningful, accountable public performance reporting.

The information below presents the objectives, strategies, key projects and performance measures for each of the ministry's goals. Each performance measure is linked to the ministry objective it assesses, and the rationale for the choice of each measure is explained.

[1] For further information about the reliability and limitations of the data reported in this section, see Appendix D in the ministry's *2002/03 Annual Service Plan Report* at http://www.bcbudget.gov.bc.ca/annualreports/wlap/wlap_appendices.htm

Goal 1: *Protect the environment and human health and safety by ensuring clean and safe water, land and air.*

The ministry is making significant changes in the way it delivers its environmental mandate. A primary aim is to reduce costs of both the ministry and the regulated community. The ministry is also exploring an Innovation Model (see Figure 1 on page 43) focused on reducing costs to both government and industry, improving compliance and improving British Columbia's competitiveness. To achieve this aim, the ministry is shifting from a prescriptive approach to environmental regulation to a results-based approach informed by science — one with clear results-based standards and workable regulation. The review of the *Waste Management Act* and the subsequent enactment of the *Environmental Management Act*, will result in changes to a number of the ministry's processes and outputs.

Objective 1: *Streamline standards and improve monitoring, reporting and compliance.*

This objective addresses the ministry's shift from a prescriptive approach for environmental regulation to a results-based approach informed by science. To make progress toward attaining this objective, the ministry is simultaneously working on several strategies that will change some of its processes, clarify regulatory requirements and improve the use of science.

Strategies:

1. *Reduce prescriptive regulatory requirements to decrease costs and processing time, and allow flexibility in the methods used to achieve environmental standards.*
2. *Revise legislation and associated regulations to enable implementation of innovative and results-based approaches.*
3. *Amend legislation and focus ministry efforts to ensure effective clean-up of previously contaminated sites that pose a high risk to human health and the environment.*
4. *Update the scientific information used to develop guidelines and standards for environmental protection.*
5. *Implement an effective data collection process and information network that supports air and water quality monitoring, tracks trends and provides for transparent progress reporting.*
6. *Maintain regulatory activities to monitor achievement of standards.*
7. *Work in partnership with stakeholders to develop new compliance tools, such as stewardship initiatives, which prevent violations and result in higher rates of compliance.*

Performance Measures:

The ministry is working to streamline standards and processes to remove unnecessary impediments to business and foster economic development. A key objective of the *Waste Management Act* review was to make the legislative and regulatory changes needed to enable more timely decisions on applications from businesses. This will be achieved with the bringing into effect of the new *Environmental Management Act* in the spring of 2004 and the subsequent bringing into effect of the necessary regulatory amendments, codes and protocols. Two performance measures are being used to demonstrate progress in streamlining approval processes under the Act: the reduction in the backlog of contaminated sites applications and the average processing time for issuing permits compared to Alberta. A performance measure has also been added pertaining to streamlining approval processes for pesticide certification under the new *Integrated Pest Management Act*.

Reducing the backlog: The ministry's ongoing efforts to eliminate the backlog of contaminated sites applications will be facilitated by the new legislation. It is important to monitor progress in eliminating the backlog because it is likely that the delay in providing decisions for the applications, which are primarily for low- and medium-risk situations, is preventing some development from proceeding. The target is to eliminate 95% of the backlog of non-high risk applications by March 31, 2006.

Average processing time for permits: The ministry is exploring opportunities to streamline regulatory requirements perceived as an impediment to economic development and diversification of regional economies in British Columbia. This new performance measure assesses average processing time for issuing permits in British Columbia compared to Alberta, with the target being to match Alberta 90% of the time by March 31, 2005. This should result in lower costs to government and industry.

Processing time for pesticide certification: Applicators and dispensers of pesticides are required to be certified and candidates must pass the appropriate examination. In conjunction with the development of the new *Integrated Pest Management Act*, the process for examination delivery was reviewed. A streamlined approach was introduced that enables individuals to write exams at Government Agent offices rather than in ministry regional offices. This has increased accessibility for those wanting to write the exams, and the target is to reduce the time people must wait to receive results from six weeks to two weeks.

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Reduction in backlog of applications for medium- and low-risk contaminated sites.	Approximately 150	Eliminate 95% of backlog by March 31/06.		
Average processing time for issuing permits, compared to Alberta.	To be determined.	Match Alberta 90% of the time by March 31/05.	Continue to match Alberta 90% of the time.	
Turnaround time for pesticide certification.	6 weeks	2 weeks	2 weeks	2 weeks

Benchmark Information: Not available, as these measures were only introduced in this Service Plan.

Objective 2: *Limit air pollution and contribute to British Columbia's efforts to respond to climate change.*

The quality of air in the province is a key part of the ministry's goal to protect the environment and human health. Meeting this objective requires undertaking action in a number of areas (as identified in the strategies below) to address air quality issues in the province and contribute to addressing the global climate change issue.

Strategies:

1. *In partnership with other levels of government, support the development of a climate change strategy and ensure the province's interests are addressed in a national strategy.*
2. *Encourage incorporation of environmental technology and clean energy into government and other operations.*

Performance Measures:

The ministry's efforts toward achieving this objective include addressing province-wide and airshed-specific air quality issues. The ministry is using two performance measures to assess its effectiveness in addressing issues related to the amount of fine particulates in the air and greenhouse gas (GHG) emissions in British Columbia.

Particulate matter: The outdoor air contaminant of most concern in British Columbia, from a human health perspective, is particulate matter (PM). The percentage of monitored communities achieving the Canada-wide standard for $PM_{2.5}$ has been selected as the performance measure. The ministry collects PM data from approximately 47 air quality monitoring sites (using approximately 90 air quality monitors) from across the province.

It is important to note that the communities included in the sampling tend to be those that have experienced air quality problems related to particulate matter. When a community's air quality problems have been resolved, monitoring may be reduced, except in those communities where long-term regional trends are monitored. The target is for all monitored communities to achieve the Canada-wide standard for $PM_{2.5}$ by 2005/06.

Greenhouse gas emissions: To assess performance in contributing to addressing the global climate change issue, the ministry is using an outcome measure of per capita GHG emissions relative to other provinces, which was selected by the BC Progress Board. This measure may be considered more appropriate than the measure of total GHG emissions in British Columbia used previously. A per capita measure accounts for the largely unknown effects of future national GHG commitments and clean technology development that are likely to apply to all provinces, and hence should reflect the effect of British Columbia's actions relative to other provinces. The target will be to maintain or improve on the per capita ranking relative to other provinces.

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of monitored communities achieving the Canada-wide standard (CWS) quality objective of amount of fine particulates in the air under 2.5 microns per cubic metre ($PM_{2.5}$).	90% of communities achieve the CWS where $PM_{2.5}$ is monitored and sufficient data are available to generate the statistic (in 2002).	By 2005/06, 100% of communities monitored achieve, or continue to achieve, the CWS for $PM_{2.5}$.		
Per capita greenhouse gas (GHG) emissions relative to other provinces.	3rd lowest emissions in Canada	Maintain or improve on ranking.		

Benchmark Information: Based on 2001 data, British Columbia currently ranks third in Canada after Prince Edward Island and Quebec in GHG emissions per capita. (Source: BC Ministry of Water, Land and Air Protection.)

Objective 3: *Ensure safe, high-quality drinking water and reduce discharges that threaten water quality.*

This objective addresses the component of the goal that pertains to ensuring clean and safe water. The following strategy will be critical to attaining the objective.

Strategy: *1. Protect surface water and groundwater from health-threatening contamination by implementing groundwater regulations.*

Performance Measure:

Protecting water quality requires ongoing efforts to monitor, protect and manage water resources on both province-wide and watershed-specific levels. In this Service Plan, the ministry includes a performance measure that reflects progress toward attaining the objective on a province-wide basis. The measure focuses on trends in surface water quality for 30 water bodies monitored under a federal/provincial agreement. The measure will monitor trends based on the presence of environmentally significant variables, such as metals and nutrients. Tracking such trends will indicate the cumulative effect of multi-agency land use activities and resource management activities in source watersheds. This measure is also used in the government's Strategic Plan. The target is for water quality trends in the monitored water bodies to be maintained or improved by 2006.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
The trends in environmentally significant variables, such as metals and nutrients, that indicate the health of water for 30 water bodies monitored under federal/provincial agreement.	90% of the monitoring stations in the 30 water bodies have stable or improving water quality trends (in 2002/03).	Maintain or improve water quality trends for water bodies monitored under the federal/provincial agreement by 2006.		

Benchmark Information: In addition to the 30 stations funded under the Canada–B.C. Water Quality Monitoring Agreement, the ministry uses water quality data from approximately 150 other community-based stations. This number compares with Ontario's 200 stations for monitoring the water quality of streams and rivers, which is down from a peak of about 2,700 stations in the 1970s. (Source: Agriculture and Agri-Food Canada. Research Branch. *The Health of Our Water: Toward Sustainable Agriculture in Canada*. 2000.)

Objective 4: *Reduce/remove toxins and wastes that contaminate land.*

This objective addresses the component of Goal 1 that pertains to ensuring clean and safe land. The following strategy will be important for ministry effectiveness in attaining this objective.

Strategy: *1. Create a business strategy that enables producers to remove high-risk components from the waste stream and expand the number of products that can be recycled.*

Performance Measure:

To track its progress toward achieving this objective, the ministry is using a performance measure of the number of product categories with industry-led product stewardship. Many provincial and international jurisdictions are working to find ways to expand producer responsibility for the treatment or disposal of post-consumer products. Since efforts tend to focus on reducing waste from product categories that pose relatively high risks to the environment (e.g., paint and used oil), this measure should be a reasonable indicator of success in attaining the objective.

Performance targets are based on the lead time for industry-led product stewardship programs to be developed for additional product categories. In time, the ministry may move to an outcome-based measure such as product recovery rate.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of product categories that pose a high risk to the environment with industry-led product stewardship.	7	1 additional product category	1 additional product category	1 additional product category

Benchmark Information: British Columbia is a recognized leader in industry-led product stewardship with seven product categories (paint, used oil products, beverage containers and four other post-consumer residuals). Many other provinces have only one or two products managed through industry-led product stewardship.

Objective 5: *Effective response to high-risk environmental emergencies.*

Responding to environmental emergencies is an area in which the ministry is implementing its shift to focusing on high-risk issues. Like Objective 1 above, this objective pertains to all components of the goal, encompassing air, water and land. The ministry is undertaking the following strategies for achieving this objective.

Strategies:

1. *Implement a Flood Hazard Management Strategy to clarify the roles and responsibilities of the provincial government, local governments and others.*
2. *Respond effectively to high-risk environmental emergencies in conjunction with other ministries, local governments and industry.*
3. *Expand industry responsibility for response to and clean-up of spills.*
4. *Test industry, agency and ministry toxic-spill emergency response plans.*

Performance Measure:

The ministry is using an outcome measure of the percentage of high-risk environmental emergencies responded to effectively to assess its progress toward achieving the objective. The measure focuses on responses to environmental spills and the target is for 100% of high-risk environmental spills to be responded to effectively. Effectiveness considers several issues, including identifying the spills that require attendance by ministry staff, timeliness of response, addressing the technical issues at the site, effecting proper response by parties responsible for the spill or by others when there is no responsible party, and ensuring appropriate clean-up.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of high-risk environmental emergencies responded to effectively.	100% (in 2002/03)	100%	100%	100%

Benchmark Information: In 2002/03, the ministry made considerable progress toward shifting responsibility for low- and medium-risk spills to industry and other partners and responded to the nearly 300 high-risk spills. (Source: BC Ministry of Water, Land and Air Protection. *2002/03 Annual Service Plan Report*. 2003. http://www.bcbudget.gov.bc.ca/annualreports/wlap/default.htm.)

Goal 2: *Maintain and restore the ecological diversity of fish and wildlife species and their habitats.*

The ministry has made significant progress in shifting to a model of shared responsibility for maintaining and restoring ecological diversity, fish and wildlife species and natural habitats. This shared stewardship approach is guided by the ministry's commitment to innovative management practices and is promoted through partnerships with First Nations, other government agencies, stakeholders and communities within British Columbia.

Objective 1: *Clear strategies to protect and restore species and their habitats.*

This objective, which is key to attaining Goal 2, reflects the ministry's intent to provide certainty for people who must comply with ministry regulations. To provide this certainty, the ministry's objective is to set standards informed by science and clearly identify expectations and required results. Accordingly, the ministry is focusing on the areas described in the strategies below.

Strategies:

1. *Reduce prescriptive regulatory requirements to decrease costs to government and industry and implement results-based stewardship.*
2. *Develop a strategy to provide a long-term vision and action plan for managing and conserving ecosystems, species and their habitats.*
3. *Work with the public, government and industry to identify, protect and restore species and habitats for the conservation of ecosystems.*
4. *Provide clear guidelines and standards for appropriate protection and conservation of ecosystems, species and habitats on Crown land outside the protected areas system.*
5. *Assess and respond to high-risk threats to ecological diversity (e.g., developing the Okanagan Mountain Park fire research framework) and identify opportunities to protect and restore key habitats within the protected areas system.*
6. *Undertake park management planning to ensure long-term management of conservation and recreation in parks and protected areas.*
7. *Streamline the* Wildlife Act, Park Act *and other legislation, including clarifying the designation categories for parks and protected areas and creating a new category to accommodate intensive recreation.*
8. *Maintain monitoring and reporting on the achievement of standards to manage and conserve species and habitats.*

Performance Measure:

To assess its progress toward achieving this objective, the ministry is currently using a performance measure related to the *Forest and Range Practices Act* (FRPA). The 2003/04 – 2005/06 Service Plan stated that an appropriate measure relating to environmental standards for the FRPA would be developed in 2003/04. The ministry is piloting an output measure to demonstrate its progress in establishing designations and objectives for fisheries, wildlife and water quality under the authority of the FRPA. This measure will indicate the ministry's progress in setting results-based environmental standards informed by science under the FRPA, which will be critical to attaining the desired environmental outcomes. To adequately demonstrate progress, two types of data will be collected: (1) the number of designations and objectives established, and (2) the area of forest land base for which designations and objectives have been established. Initially, information is provided for designations of wildlife habitat areas (WHA) and ungulate winter ranges (UWR). Performance targets are based on expected levels of funding from the Forest Investment Account and are provided only for the number of designations because the size of the areas will depend on the species. Data and targets for other areas, such as significant community and fisheries watersheds, may be provided as data become available.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Ministry progress in establishing designations and objectives for fisheries, wildlife and water quality using statutory authorities under the *Forest and Range Practices Act*.	Designations approved as of December 31/03: 160 WHA (49,120 hectares); 15 UWR (913,462 hectares). Targets for March 31/04: 173 WHA; 22 UWR.	An additional 30 WHA and 15 UWR designations approved per year.		

Benchmark Information: As of March 31/03, there were 129 wildlife habitat area (WHA) designations approved (covering 44,233 hectares) and no ungulate winter ranges (UWR). (Source: Ministry of Water, Land and Air Protection)

Objective 2: *Improved use of science for the development of standards and for effective monitoring and reporting.*

Improving the use of science is a key component in the ministry's work toward attaining Goal 2. Work is being undertaken simultaneously in a number of areas, as identified in the strategies below.

Strategies:

1. *Acquire the data, information and knowledge to support an approach to conservation that is informed by science.*
2. *Implement monitoring and reporting programs to track the status of species and habitats and their responses to management actions.*
3. *Develop standards and an assessment process to support an approach to the protection of fish habitat in urban areas that is informed by science.*
4. *Work with private- and public-sector partners to develop environmental standards and best practices for the* Forest and Range Practices Act.

Performance Measure:

The ministry is using an outcome measure of the percentage of known native species that are threatened or endangered in the province to track its progress in achieving this objective. Measures of species at risk are used nationally and internationally to indicate the status of biological diversity, which is a commonly used indicator of environmental sustainability, and as such is a key factor in achieving industry, societal and government sustainability commitments. The performance target is to improve on the baseline situation.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
The percentage of known native species that are threatened or endangered in the province. **Note:** Species at risk include birds, mammals, reptiles, amphibians, freshwater fish, ferns and orchids.	14.2% of species at risk in 2000	Improve on the baseline situation.		

Benchmark Information: Marine mammals were added to the threatened or endangered list for the first time in 1999. Some insect groups were added in 2000. Non-breeding species of birds and mammals in British Columbia were added in 2000. (Source: Conservation Data Centre.)

Objective 3: *Increased number of partnerships to conserve species and their habitats.*

This objective addresses the ministry's shift from being sole protector of the environment to promoting a shared stewardship approach. Partnerships will be a crucial mechanism in the achievement of this goal. Working on the strategies below will be key to the ministry's success in sharing the responsibility of environmental stewardship with others.

Strategies:

1. *Establish and maintain relationships with First Nations, communities, environmental organizations and academia to undertake activities to conserve ecosystems, species and habitats.*
2. *Provide standards, guidelines, best management practices and encouragement to private landowners to develop and implement sustainable stewardship practices.*

Performance Measure:

The 2003/04 - 2005/06 Service Plan indicated that performance under this objective would be assessed using a measure of the "number and value of partnerships" and would be further developed in 2003/04. Initially, the ministry is focusing on measuring its progress in the specific area of establishing collaborative management plans with First Nations. This is an important type of partnership through which the ministry is sharing stewardship responsibilities with First Nations for protected area management.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of collaborative management plans with First Nations.	14 plans in place	Develop and implement 2 plans.	Continue to develop and implement collaborative management plans as appropriate.	

Benchmark Information: Not available, as this measure was only introduced in the 2003/04 - 2005/06 Service Plan.

Goal 3: *Provide and enhance park, fish and wildlife recreational services and opportunities for British Columbians and others.*

The objectives set for this goal relate to the quality of recreational opportunities provided to users and the optimization of the contribution of park, fish and wildlife recreation to the province's economy. Performance measures for this goal focus on assessing the quality of the ministry's client service and the amount of economic contribution being generated by outdoor recreation.

Objective 1: *High-quality park facilities, services and recreation opportunities.*

This objective focuses on the outdoor recreation opportunities provided by the ministry in the provincial park system. The strategies below identify key areas in which the ministry is working to provide high-quality client service in provincial parks.

Strategies:

1. *Implement a new management model for B.C. parks to increase visitation through day use, camping and lodge usage.*
2. *Initiate further opportunities for delivery of appropriate park recreation services, through partnerships with commercial operators.*
3. *Monitor park operations to ensure service standards are achieved, facilities are maintained and conservation and habitat-restoration priorities are met.*

Performance Measure:

The ministry's effectiveness in achieving the objective is being assessed using an outcome measure of park visitor satisfaction with campground facilities and services. The provincial government has conducted an annual satisfaction survey of visitors to campgrounds in the provincial parks system since 1985. This enables BC Parks to capture campers' views about the quality of services being provided in campgrounds, and therefore to identify priorities for service and facility improvements. The performance target is to maintain or improve visitor satisfaction, based on a five-year rolling average.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Visitor satisfaction with park and campground facilities and services.	82% (preliminary results for 2003/04)	Maintain or improve based on a 5-year rolling average.		
	(A new broader measure of visitor satisfaction with parks services may be developed after a new funding and management model is in place.)			

Benchmark Information: The performance result of 82% is slightly higher than it has been in the past five years. (Source: BC Ministry of Water, Land and Air Protection.)

Objective 2: *High-quality hunting, angling and wildlife viewing opportunities.*

This objective focuses on the outdoor recreation opportunities the ministry provides related to fish and wildlife. The ministry is working simultaneously in a few key areas to achieve this objective as identified in the strategies below.

Strategies:

1. *Work with the Freshwater Fisheries Society of BC to cooperatively manage the stocking of fish in lakes and streams, undertake conservation activities and promote freshwater angling.*
2. *Implement new projects or partnerships to expand, enhance and diversify fish and wildlife recreation.*
3. *Increase the involvement of First Nations and users in allocating natural resources for hunting, angling and wildlife viewing opportunities.*
4. *Provide hunting and angling authorizations, based on allowable harvest levels informed by science, to ensure the long-term sustainability of wildlife and fish resources.*

Performance Measure:

As indicated in the 2003/04 – 2005/06 Service Plan, the ministry intends to use a survey to acquire data for an outcome measure of client satisfaction with fish and wildlife opportunities. The survey may be developed and administered electronically to hunters and anglers who purchase licences.

Performance Measure	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Client satisfaction with fish and wildlife opportunities.	To be determined from first survey.	Survey to be developed and administered electronically to hunters and anglers who purchase licences.		

Objective 3: *Optimize the economic contribution of park, fish and wildlife recreation.*

This objective is an important factor that the ministry considers when determining the level and types of park, fish and wildlife recreational services and opportunities to provide under Goal 3. The strategies below indicate initiatives the ministry is undertaking in several areas to achieve this objective.

Strategies:

1. *Promote participation in recreational opportunities in conjunction with the provincial resort strategy initiatives.*
2. *Work with communities on the development of key parks and special tourism destinations.*
3. *Provide unique hunting and fishing opportunities to enhance regional tourism.*
4. *Provide appropriate cost recovery and financial return to the province for fish, wildlife and recreation services.*
5. *Explore electronic service delivery to improve the timeliness of licensing, authorization and permitting processes for fish, wildlife and park recreation.*
6. *Work with the Treaty Negotiations Office and First Nations to explore options for tourism partnerships related to park, fish and wildlife recreation.*
7. *Develop agreements/partnerships with other governments, the private sector and other stakeholders to improve park and wildlife recreation opportunities.*
8. *Provide communication and education about recreational opportunities and services to clients, using Web-based information sources.*

Performance Measures:

Economic contribution can be estimated and reported in various ways. For now, the ministry is reporting the number of users of outdoor recreational opportunities to indicate economic contribution. The ministry can use this information to develop monetary estimates of the economic contribution associated with these recreational opportunities (e.g., expenditure data) and when it becomes available, monetary data may also be reported.

Hunting and angling licences sold: Currently, the ministry is reporting the number of basic hunting and angling licences sold in a particular year. This measure reflects the actual number of hunters and anglers benefiting from these recreational opportunities in British Columbia and provides a reasonable indication of the economic contribution resulting from fish and wildlife opportunities. The target is to maintain or increase the number of basic licences sold.

Park visitors: A measure of the economic contribution of parks is being provided through an estimate of the number of park visitors (measured as the number of recorded visits to provincial parks). For this performance measure, the target is to increase the number of recorded visits by 20% by 2010.

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Number of basic hunting and angling licences sold.	Hunting: 85,714 resident; 6,234 non-resident Angling: 275,430 resident; 107,057 non-resident (in 2002/03)	Maintain or increase the number of basic hunting and angling licences sold.		
Number of recorded visits to B.C. parks.	Approximately 15 million (preliminary data for 2003)	Increase the number of recorded visits to B.C. parks by 20% by 2010.		

Benchmark Information: In 2002, there were approximately 19 million recorded visits to B.C. parks. In 2002/03, Saskatchewan had 2,318,700 provincial park visitors. (Source: Saskatchewan Environment. *Annual Report 2002–03.* 2003.) In 2001/02, Alberta had approximately 8,586,000 visitors to provincial parks and provincial recreation areas. (Source: Alberta Ministry of Community Development. *Community Development Annual Report for the Fiscal Year Ended March 31, 2003.*)

Goal 4: *Provide effective and efficient planning and support for ministry programs.*

The objectives for this goal reflect the ministry's commitment to provide corporate leadership and services for ministry programs, and to demonstrate fiscal responsibility and efficient client service.

The ministry continues to focus on improving its performance measures for this goal. The performance measures stated in this Service Plan support the objectives of this goal by monitoring progress regarding deregulation and employee performance and development plans.

Objective 1: *Clear vision, leadership, direction and support for all ministry programs.*

This objective will help to ensure that ministry resources are used to address high-priority issues in the most effective and efficient ways. Strategies under this objective focus on the areas of management, planning and regulatory reform.

Strategies:

1. *Provide guidance on how the ministry will make decisions about initiatives based on the consideration of all relevant factors, including economic, social and environmental factors.*
2. *Establish strong strategic policy leadership that focuses on broad directions, continuous improvement and innovation.*
3. *Undertake strategic planning and provide leadership and support to ensure a coordinated and integrated approach to ministry initiatives in all regions of the province (e.g., delivery through an effective committee structure).*
4. *Eliminate, revise or develop new legislation as appropriate to facilitate delivery of the ministry's strategic shifts and to address deregulation requirements.*
5. *Continue to guide and support the integration of science and risk management in ministry decision-making.*
6. *Participate and provide leadership in intergovernmental forums and associated initiatives to achieve provincial objectives (e.g., Canadian Council of Ministers of the Environment [CCME], Union of British Columbia Municipalities [UBCM]).*
7. *Participate in interministry forums to accomplish ministry and governmental objectives (e.g., Partnership Committee on Agriculture and the Environment, the Ministry of Transportation Memorandum of Understanding).*
8. *Support key government initiatives, such as the government's economic and fiscal strategy, B.C. Public Lands Trust, the 2010 Olympic and Paralympic Winter Games, and the acquisition of Burns Bog.*
9. *Effectively communicate expectations and results to staff, clients and the public.*
10. *Establish a formalized mechanism for business liaison to address concerns and expedite the resolution of issues.*

Performance Measures:

Under this objective, the ministry is using performance measures to assess its effectiveness relative to regulatory reform and risk management.

Regulatory reform: This measure addresses a key government initiative to reduce regulations by 33%. To support this initiative, the ministry has a three-year plan to reduce regulations by 38%, ending on June 30, 2004. The performance targets are based on the ministry's approved deregulation plan. (See the following section, "Related Initiatives," for more information on deregulation.)

Risk management: The ministry has been doing risk management for many years (e.g., assessing risks to habitat and park facilities, as well as assessing risks related to contaminated sites). The ministry's previous Service Plans included strategies to further integrate risk management into ministry business processes. This is now a government-wide requirement. The ministry is piloting a new measure to assess its progress in implementing risk management processes, based on the ministry's risk maturity matrix. (See the following section, "Related Initiatives," and Appendix 2 for more information on the ministry's approach to risk management.)

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Progress toward delivery of a three-year deregulation plan (measured as percentage reduction in ministry's regulatory count).	Target: 11% reduction in 2003/04 (34% total)	4% reduction (38% total)	Maintain final target.	
Progress in implementing risk management processes throughout the ministry.	Establish baseline.	Maintain or improve on ranking.		

Benchmark Information: For the deregulation measure, a reduction of 23.8% in the ministry's regulatory count had been achieved as of March 31, 2003.

Objective 2: *Efficient program management, fiscal responsibility and client service.*

In order to achieve this objective, the ministry is simultaneously working in a number of areas, as indicated in the strategies below. Attaining this objective is important because it makes more resources available for other ministry initiatives, thus enabling the ministry to make more progress in delivering its mandate.

Strategies:

1. *Implement a comprehensive performance management framework, including effective monitoring, reporting and performance measurement.*
2. *Implement a human resource strategy that acknowledges changing workforce requirements, fosters healthy and knowledgeable staff, and supports achievement of business objectives.*
3. *Ensure service requirements and fiscal targets are aligned.*
4. *Work with ministries and others to develop effective agreements and memorandums of understanding to share expertise, services and service facilities across the regions.*

5. *Identify methods to reduce the costs incurred by those who must meet environmental standards, reduce conflicts and litigation, and eliminate service backlogs.*
6. *Implement an effective information system strategy.*
7. *Coordinate environmental assessment referrals for the ministry.*

Performance Measures:

Under this objective, the ministry is using two performance measures to assess its effectiveness in addressing issues related to operational management.

Employee performance and development plans: Achieving this objective requires ministry staff to focus on developing key performance and development goals that will enable them to contribute to accomplishing ministry objectives articulated in the Service Plan. A key initiative for ensuring that this occurs is a ministry requirement for all staff to have an Employee Performance and Development Plan (EPDP). This plan identifies what work an employee is accountable for and makes clear links to the ministry's Service Plan. As the EPDP initiative is being implemented, the ministry is using an output measure to indicate the percentage of staff with an EPDP. The ministry is considering that eventually it will move to an outcome measure that shows the extent to which work performed and staff development are consistent with the EPDPs and thus with meeting Service Plan commitments.

Workplace wellness: A survey on workplace wellness was conducted during 2003/04. The ministry will receive a report on the results, and key results may be provided in the next Annual Report. The ministry will work to assess these results and determine the frequency of follow-up surveys to monitor the impact of its human resource strategy.

Performance Measures	2003/04 Actual/Base	2004/05 Target	2005/06 Target	2006/07 Target
Percentage of staff with an Employee Performance and Development Plan.	100%	100%	100%	100%
Survey of ministry employees to measure workplace wellness.	Awaiting base results.	Survey targets and frequency will be reviewed following the completion of the baseline survey.		

Benchmark Information: As of March 2003, an estimated 35% of all management staff and roughly 20% of all ministry staff had an EPDP that linked work and development goals to the Service Plan. As of May 31, 2003, 100% of staff had an EPDP. (Source: BC Ministry of Water, Land and Air Protection, Strategic Human Resources Branch.)

Related Initiatives

Risk Management

The Ministry of Water, Land and Air Protection is an active proponent of risk management and has considerable experience in examining risks related to human health, the environment, public and private property, Crown assets and its own business operations. As a result, the ministry is strongly positioned to address the government-wide Enterprise Risk Management Initiative and has incorporated a risk-management performance measure under Goal 4 in this Service Plan.

The ministry's continued commitment to effective risk management practices is reflected in the recent panels and workshops it has sponsored. The Risk-Based Responses to Human-Wildlife Conflict MLA panel and the Integrating Risk into Ministry Decision Making workshops for staff are two examples. Last year, the ministry included risk information in its Annual Report in an effort to foster understanding about potential risks faced by the environment and by those who share in its protection (e.g., other government bodies, partners and the public).

In this Service Plan, the ministry includes an updated list of risks that may affect its ability to deliver its mandate (see Appendix 2). To measure its progress in implementing the government's Enterprise Risk Management Initiative, the ministry is piloting an Organizational Risk Maturity Matrix[2] in collaboration with the Ministry of Sustainable Resource Management.

Climate Change

Climate change is as much a concern in British Columbia as it is in other parts of the world, requiring immediate and continuing action such as reducing emissions of greenhouse gases. To address this issue, the provincial government, in partnership with other levels of government, is developing a strategy to respond to climate change. In conjunction with the Ministries of Energy and Mines, Sustainable Resource Management, Forests, and Small Business and Economic Development, the Ministry of Water, Land and Air Protection's primary role is to coordinate broader policy development and monitor key activities.

[2] The Organizational Risk Management Matrix is modelled on the assessment matrix used by the Office of the Auditor General of British Columbia, which reports progress in implementing the B.C. reporting principles. For more information, see *Building Better Reports* at http://www.bcauditor.com/performance/guides/BuildingBetterReports.htm.

Some of the objectives will be to:

- take action to address long-term environmental and economic risks associated with climate change;
- contribute to British Columbia's economic turnaround by creating business certainty for investment and building on competitive advantages; and
- engage the federal government and get a fair share of federal spending for British Columbia in the implementation of the national climate change plan.

The ministry will be working with others on a variety of actions to address the climate change issue.

Deregulation

As part of its *New Era* commitments, the government pledged to reduce regulations by 33% overall. The ministry's three-year plan is to reduce regulations by 38%, which will meet this commitment. (See the performance measure for deregulation under Goal 4, Objective 1.)

- As of March 31, 2003, the ministry reduced its regulations by 5,143, or 23.87%, from a baseline of 21,541 regulations.
- The target for the 2003/04 fiscal year (by March 31, 2004) is a reduction of 2,257 regulations, or a further 11% of the total.
- Between April 1, 2004 and June 30, 2004, the ministry's regulations will be reduced by an additional 4%.

2010 Olympic and Paralympic Winter Games

The success of the Vancouver 2010 bid for the Winter Games means significant opportunities and benefits for British Columbia. The province's parks will be showcased as world-class tourism destinations to an international audience of more than two billion people.

Many of the improvements to existing infrastructure and the construction of new facilities for the Games will be subject to an environmental review that adheres to environmental assessment legislation at federal and provincial levels. Such assessments are comprehensive and may include a review of the project in terms of its effects on the environment, economy and human health, and on social and cultural issues in communities (e.g., impacts on heritage sites or watersheds).

The ministry is committed to actively supporting the identification of appropriate environmental standards, reviewing project design proposals (e.g., assessing best management practices and innovative mitigation and enhancement strategies) and participating in the resolution of land-use issues, while ensuring the long-term protection of the environment.

Environmental Appeal Board and Forest Appeals Commission

The Environmental Appeal Board (Board) and Forest Appeals Commission (Commission) are independent, quasi-judicial tribunals jointly administered by the same office. They hear appeals of government decisions under several provincial statutes concerned with natural resource management, environmental quality and public health protection. Although these agencies operate independently from the ministry, their budget vote is the responsibility of the Minister of Water, Land and Air Protection. Therefore, they are not considered one of the core business areas accountable to the Minister of Water, Land and Air Protection; but they are included in the "Resource Summary" section of this Service Plan.

The mandate and services of the Board and Commission were reviewed as part of the Administrative Justice Project, a review of the province's administrative justice system initiated by the Attorney General. In Phase I of the review, the government concluded that the Board and the Commission serve a compelling public purpose by providing an impartial forum for the resolution of disputes. The government also concluded that the agencies could improve their efficiency by fully consolidating their operations. During 2004/05, the necessary legislative changes to implement the consolidation will be considered.

Appendix 1. Strategic Context

Vision, Mission and Values

Vision

The ministry's vision is a clean, healthy and naturally diverse environment that enriches people's lives, now and in the future.

Mission

The ministry provides leadership and support to British Columbians to help them limit the adverse effects of their individual and collective activities on the environment, while fostering economic development and providing recreational opportunities.

Organizational Values and Principles

The ministry plays a leadership role in managing British Columbia's natural resources in an environmentally sustainable manner and in promoting safe, healthy communities. Fulfillment of this role depends on a skilled workforce operating in an innovative and accountable culture, an integrated approach to service delivery and an emphasis on shared stewardship. Our values and principles guide us in the attainment of our goals and are reflected in our objectives and the measures we have developed to gauge our success in meeting them.

Values

- We respect our staff and create a healthy workplace that sets and communicates clear expectations, and supports a culture of staff development, recognition, reward and opportunity.
- We ensure that professional accountability and discipline characterize our behaviour.
- We focus on achieving high environmental standards through a culture of continuous adaptation to change.
- We strive to consistently meet agreed-upon client requirements and deliver our services in a transparent, fair and timely manner.
- We are committed to continuous improvement in the environmental management of the province.

Principles

- We believe a sustainable environment is central to providing economic and social opportunities for all British Columbians.
- We believe a sustainable environment is a naturally diverse environment.
- We believe that all sectors of society are responsible for ensuring a sustainable environment — government, business, industry and citizenry.
- We believe that citizens have the right to safe, healthy communities.

Planning Context

How the ministry plans its activities and delivers its services is influenced both by government priorities and by trends in the environment, economy and society. Each year, the ministry assesses its progress in meeting these priorities (which are outlined in the government's Strategic Plan). As well, it carries out a broad scan of the external factors — globally, nationally and provincially — that shape the context in which the organization must operate. The ministry looks for key economic, environmental and social (or, more specifically, community) trends, and analyzes how these might affect its work in pursuing the government's goals.[3]

In short, these yearly reviews give the ministry the opportunity to continually refine its strategic direction and improve its business planning methods.

Economic Trends

A robust economy depends on a healthy environment. Programs to protect and enhance the environment require the support of public funds. And such funds are only available if the economy is strong.

British Columbia's economy has long relied on the province's vast wealth of natural resources — for energy generation, raw material extraction and tourism development. Long-term sustainability of a high-quality environment therefore goes hand in hand with the sustainability of a strong, stable economy.

To assess the economic situation in British Columbia and its impact on strategic planning, the ministry tracks a number of global, national and provincial economic factors. Notable trends identified in the last year include the following:

- Terrorism, war, Severe Acute Respiratory Syndrome (SARS), Bovine Spongiform Encephalopathy (BSE, "mad cow disease") and a volatile stock market have all affected

[3] Trend information is based on data obtained at an internal Environmental Scan Workshop held on September 11, 2003, and from other external resources.

the global economy in the past year. In British Columbia, the impact of these factors was felt as a decrease in the tourism industry and reduced economic growth across all sectors. The British Columbia economy grew 1.7% in 2003, slower than the 2.7% expected at the time of last year's budget, according to British Columbia's independent economic forecast council. The council now expects growth in British Columbia's economy to pick up to 2.9% in 2004.[4]

- The ongoing softwood lumber dispute with the U.S. and damage caused by extensive forest fires in the summer of 2003 have hurt both community and provincial economies.
- Health care costs are increasing nationally, due in part to an aging population, and are impacting resources and budgets in all provinces.
- International awareness of British Columbia's natural resources and environmental issues has grown significantly. Such awareness by parties concerned about long-term global sustainability could affect the province's success in the marketplace if not taken into account.
- The elimination of the corporate capital tax in British Columbia, the shift to performance-based regulations and faster government decision-making are improving the province's business climate and making investment in the province more attractive.

Many of these factors clearly pose a challenge to maintaining a strong provincial economy, and therefore affect the priorities and choices made by the ministry in meeting its mandate to protect the environment. Recent forest fires, for example, resulted in severe economic losses. Such losses extend from the destruction of homes and businesses to the destruction of forests and wildlife, ecological systems protecting watersheds, and infrastructure (e.g., bridges and park facilities). Forgone revenue from timber harvesting, tourism (e.g., visitors paying fees for fishing, hunting, camping and park day use), and other activities will unavoidably impact the pool of resources available for ministry operations.

Environmental and Human Health Trends

As populations in several areas of the province have steadily increased, so has awareness of the associated risks to both the environment and human health. Road development, natural resource consumption (notably, of water, land and energy) and the discharge of pollutants into the environment have a significant impact on the quality of the province's air, land and water — and therefore on the health of British Columbians.

The ministry has identified several key trends in this area.

- The rise in global temperatures and its impact on climate is a concern in British Columbia. For example, increased temperatures in northern British Columbia may be affecting both the quantity and quality of the province's water supply. As temperatures rise, surface and

[4] Further information on British Columbia's outlook may be found in the *Budget and Three Year Fiscal Plan* released with the 2004/05 budget.

groundwater resources are decreasing, but contamination and turbidity of the existing water supply are increasing.

- The high use of treated water for irrigation and other non-drinking water uses is putting pressure on drinking water sources across the province. Many communities are now having to consider new approaches. For example, the City of Vernon successfully initiated a water conservation program, reclaiming grey water for re-use on recreational areas and agricultural land.
- The rapid expansion of human activities, especially in southern and coastal areas of British Columbia, continues to impact natural habitats and increase pressure on species.
- New issues facing society and government include the West Nile virus, drought and the level of pharmaceuticals in the environment. As well, the increase in biotechnology and nanotechnology and their possible effects on human health and the environment are becoming concerns.

These factors have influenced the ministry's strategic planning in a number of ways. Initiatives include: reducing red tape by reviewing and revising regulations and legislation; focusing on activities that pose the highest risk to the environment; and encouraging government and other agencies to incorporate environmental technology and clean energy into their operations.

Community Trends

The economy, environment and human health all influence, and are influenced by, the expectations and actions of society and community.[5]

Among the key social trends the ministry is aware of are the following:

- Citizens are moving outside traditional models, such as voting, to express their satisfaction or dissatisfaction with government programs and policies through consumer actions and involvement in special interest groups.
- Citizens continue to demand more access to environmental information.
- Differences between how urban and rural citizens approach issues related to the environment and economic development are becoming increasingly apparent.
- Risk, both perceived and scientifically based, is not clearly understood. For example, the long-term impact of the risks associated with continued toxic emissions into the air is not yet fully understood.

A challenge to the ministry is reconciling circumstances in which the public supports services that conflict with its expectations. For example, there is strong public support for increased opportunities related to fish, wildlife and park recreation services, yet many

[5] Community refers to individual or associated members of the public, non-profit and business sectors, resource users, and international affiliates such as the United States and the European Union.

citizens do not want to pay for such services. Protection of our water resource is another example. While most people say they think it is an important goal, they may not be willing to play an individual role in water conservation.

Nevertheless, the ministry is currently taking several actions in response to its assessment of community trends and their effect on the environment. These include working with communities to develop key parks and tourism destinations, facilitating recovery planning, addressing public interest in protecting habitats, encouraging ecocertification to preserve international markets where feasible, and increasing public accessibility to environmental information through the Internet (e.g., through the government's electronic service delivery platform).

In Conclusion

Analyzing trends in the economy, environment and community and understanding their interrelationships are critical steps in helping the ministry create effective legislation and programs. Also important is recognizing that the meaningful planning and delivery of services relies on shared stewardship of the province's resources. Partnerships must continue to be a priority.

Highlights of Strategic Shifts and Changes from Previous Service Plan

The ministry continues to make significant progress in achieving the strategic shifts it first outlined in its 2002/03 - 2004/05 Service Plan. However, the ministry's ongoing success in making these shifts will depend on its investment in a skilled workforce, information technology, monitoring and reporting, and new delivery models. An example of the latter is the ministry's Innovation Model. This model drives the changes necessary to achieve the ministry's strategic shifts and gain the significant benefits of lower costs, equal or better compliance and improved provincial competitiveness.

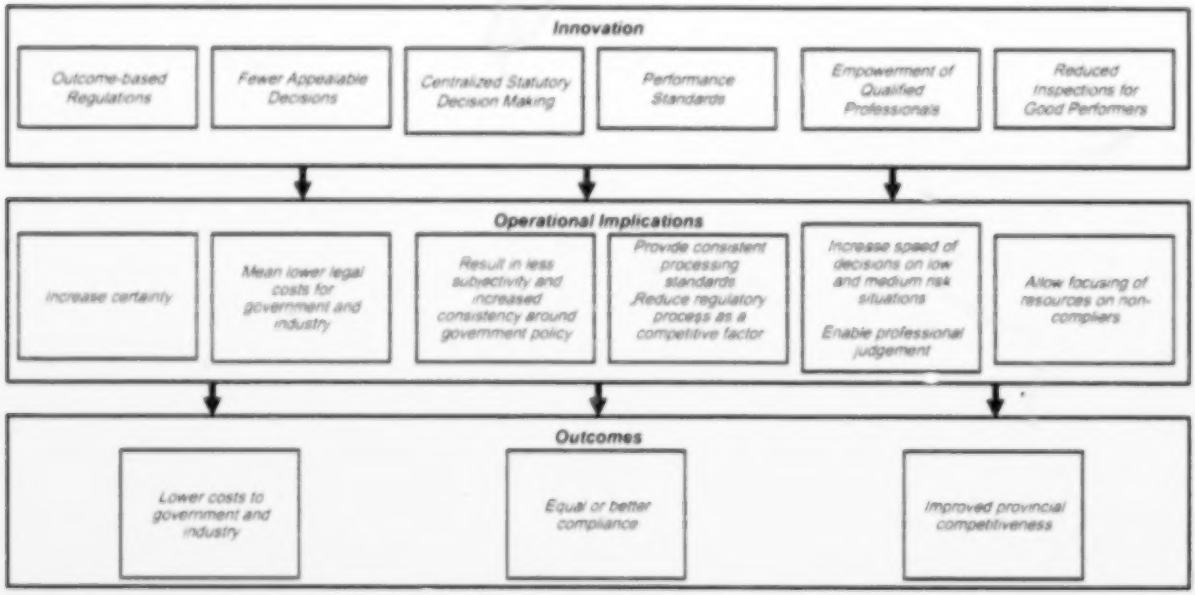

Innovation
Outcome-based Regulations
Fewer Appealable Decisions
Centralized Statutory Decision Making
Performance Standards
Empowerment of Qualified Professionals
Reduced Inspections for Good Performers
Operational Implications
Increase certainty
Mean lower legal costs for government and industry
Result in less subjectivity and increased consistency around government policy
Provide consistent processing standards
Reduce regulatory process as a competitive factor
Increase speed of decisions on low and medium risk situations
Enable professional judgement
Allow focusing of resources on non-compliers
Outcomes
Lower costs to government and industry
Equal or better compliance
Improved provincial competitiveness

Figure 1: *Ministry of Water, Land and Air Protection Innovation Model*

Challenges remain in achieving the ministry's shifts. The table below shows some of the initiatives the ministry has undertaken to achieve continuous improvement in managing its resources, streamlining regulations, and establishing standards to ensure effective stewardship of the province's environmental resources.

Strategic Shifts and Key Initiatives

From	To	Key Initiatives
Ministry as sole protector of the environment.	Shared stewardship — sharing responsibility for the environment with others as appropriate and emphasizing a ministry staff culture of client service.	• Recreation Stewardship review implementation • Memorandums with other agencies (e.g., Ministry of Transportation MOU)
Prescriptive approaches using prohibitions and controls.	Setting appropriate environmental standards, and ensuring standards are met.	• Streamside protection regulations • Environmental standards and best practices for the *Forest and Range Practices Act*
Unclear accountability for environmental results.	Clear roles for ministry, industry and other stakeholders in the gathering and reporting of environmental information and achieving environmental objectives.	• Monitoring and reporting strategies • Groundwater regulations • Air and water quality monitoring and information network
Well-developed but single-focus ministry initiatives.	Integrated ministry program delivery based on best available science and an ecology-based approach.	• Ministry Interdivisional and Science Committees
Constraints on economic development.	Economic development based on clear, reasonable environmental outcomes, with discretion as to how to achieve these outcomes.	• Contaminated sites regulation revision • *Waste Management Act* revisions and the enactment of the *Environmental Management Act* and *Integrated Pest Management Act*
Proprietary information belonging to government.	Public information made available in a transparent, timely and accessible manner.	• Web-Information Project • Risk information in Annual Report

Changes from Last Year's Service Plan

The 2003/04 – 2005/06 Service Plan differs from its predecessor in the following ways:

- The ministry has endeavoured to incorporate feedback provided in meetings with staff from the Office of the Auditor General. These informational sessions took place following the *Building Better Reports* reviews of the ministry's 2001/02 and 2002/03 annual Service Plan reports.
- The performance measures have been refined in an effort to begin to focus on a few critical aspects of performance. All measures include a rationale and targets. Benchmark information is provided, where available.
- The organizational chart included in Appendix 4 reflects the realignment of ministry functions formerly carried out by the Planning, Innovation and Enforcement Division. This has not changed the core business areas under which the ministry operates.
- The ministry has updated some of its goals, objectives, strategies and performance measures to reflect completed activities, new government priorities and the realignment of business functions in the ministry.
- The ministry's approach to the government-wide Enterprise Risk Management Initiative is outlined (see the "Related Initiatives" section and Appendix 2) and a risk-management performance measure has been included under Goal 4.
- The ministry's involvement in supporting the 2010 Olympic and Paralympic Winter Games is outlined (see the "Related Initiatives" section).

Consistency with Government Strategic Plan

The following table shows key linkages between ministry strategies and corresponding goals and strategies in the government's 2004/05 – 2006/07 Strategic Plan.

Government Goal 1: A Strong and Vibrant Provincial Economy	
Provincial Strategies (2004/05 – 2006/07)	WLAP Strategies (2004/05 – 2006/07)
Strategy: Innovation and Economic Growth	
Work with the private sector to remove barriers to economic activity.	• Reduce prescriptive regulatory requirements to decrease costs and processing time, and allow flexibility in the methods used to achieve environmental standards. • Initiate further opportunities for delivery of appropriate park recreation services, through partnerships with commercial operators.
Implement a long-term economic development strategy for all regions of the province.	• Promote participation in recreational opportunities in conjunction with the provincial resort strategy initiatives.

Government Goal 1: A Strong and Vibrant Provincial Economy *(continued)*	
Provincial Strategies (2004/05 – 2006/07)	WLAP Strategies (2004/05 – 2006/07)
Strategy: Innovation and Economic Growth *(continued)*	
Market British Columbia's competitive advantages and opportunities as an investment location, tourism destination and trading partner.	• Promote participation in recreational opportunities in conjunction with the provincial resort strategy initiatives. • Provide communication and education about recreational opportunities and services to clients, using Web-based information sources.
Optimize the wealth-generating capacity of the provincial resource base.	• Provide unique hunting and fishing opportunities to enhance regional tourism. • Implement a new management model for B.C. parks to increase visitation through day use, camping and lodge usage. • Work with communities on the development of key parks and special tourism destinations.
Increase mining exploration and development activity.	• Reduce prescriptive regulatory requirements to decrease costs and processing time, and allow flexibility in the methods used to achieve environmental standards.
Conclude treaty and other economic-related agreements with First Nations that promote investment certainty and increase access to Crown lands and resources.	• Work with the Treaty Negotiations Office and First Nations to explore options for tourism partnerships related to park, fish and wildlife recreation.
Create partnerships, alliances and investment opportunities that expand British Columbia's technology industries.	• Encourage incorporation of environmental technology and clean energy into government and other operations.
Expand partnerships with the federal government to promote growth and economic development in British Columbia.	• Participate and provide leadership in intergovernmental forums and associated initiatives to achieve provincial objectives.
Improve key transportation infrastructure, including international gateways to support economic growth, investment and trade.	• In partnership with other levels of government, support the development of a climate change strategy and ensure the province's interests are addressed in a national strategy.

Government Goal 1: A Strong and Vibrant Provincial Economy *(continued)*	
Provincial Strategies (2004/05 – 2006/07)	WLAP Strategies (2004/05 – 2006/07)
Strategy: Management of Government	
Promote and sustain a renewed professional public service.	• Implement a human resource strategy that acknowledges changing workforce requirements, fosters healthy and knowledgeable staff, and supports achievement of business objectives.
All ministries will meet their budget and service plan targets.	• Ensure service requirements and fiscal targets are aligned.
Continue to streamline government's legislation and regulation.	• Reduce prescriptive regulatory requirements to decrease costs and processing time, and allow flexibility in the methods used to achieve environmental standards.
Promote new and more effective ways to deliver services and infrastructure through alternative service delivery and partnership arrangements.	• Create a business strategy that enables producers to remove high-risk components from the waste stream and expand the number of products that can be recycled. • Initiate further opportunities for delivery of appropriate park recreation services, through partnerships with commercial operators.
Expand public access to government through e-government initiatives.	• Provide communication and education about recreational opportunities and services to clients, using Web-based information sources.
Continue to expand one-stop permitting and licensing in key sectors.	• Explore electronic service delivery to improve the timeliness of licensing, authorization and permitting processes for fish, wildlife and park recreation.

Government Goal 2: A Supportive Social Fabric	
Provincial Strategies (2004/05 – 2006/07)	WLAP Strategies (2004/05 – 2006/07)
Strategy: Enhance Individual and Community Capacity	
Ensure information is available to assist individuals in making informed decisions regarding their personal and community health, education, fitness, and safety.	• Protect surface water and groundwater from health-threatening contamination by implementing groundwater regulations.
Promote the development of supports and services within aboriginal communities that address their unique social and economic conditions.	• Work with the Treaty Negotiations Office and First Nations to explore options for tourism partnerships related to park, fish and wildlife recreation. • Increase the involvement of First Nations and users in allocating natural resources for hunting, angling and wildlife viewing opportunities.
Government Goal 3: Safe, Healthy Communities and a Sustainable Environment	
Strategy: Sustainable Resource Development	
Expedite economic development by increasing access to Crown land and resources.	• Provide clear guidelines and standards for appropriate protection and conservation of ecosystems, species and habitats on Crown land outside the protected areas system.
Promote resource investment opportunities within and outside of British Columbia.	• Provide unique hunting and fishing opportunities to enhance regional tourism.
Develop market-based pricing regimes which include fair value for the province's land and resources.	• Provide appropriate cost recovery and financial return to the province for fish, wildlife and recreation services.
Develop partnerships with industry and other stakeholders to provide opportunities for more effective, efficient and innovative management of Crown land and resources.	• Work with the public, government and industry to identify, protect and restore species and habitats for the conservation of ecosystems. • Develop agreements/partnerships with other governments, the private sector and other stakeholders to improve park and wildlife recreation opportunities.
Ensure that Crown land and resource decisions are informed by First Nations interests.	• Increase the involvement of First Nations and users in allocating natural resources for hunting, angling and wildlife viewing opportunities.

Government Goal 3: Safe, Healthy Communities and a Sustainable Environment *(continued)*	
Provincial Strategies (2004/05 – 2006/07)	WLAP Strategies (2004/05 – 2006/07)
Strategy: Sustainable Resource Development *(continued)*	
Improve economic development opportunities for First Nations.	• Work with the Treaty Negotiations Office and First Nations to explore options for tourism partnerships related to park, fish and wildlife recreation.
Implement federal/provincial agreement on agriculture to develop farm plans for environmental protection.	• Participate in interministry forums to accomplish ministry and governmental objectives (e.g., Partnership Committee on Agriculture and the Environment, the Ministry of Transportation Memorandum of Understanding).
Provide access to integrated land, resource and geographic information for government, industry and public use.	• Acquire the data, information and knowledge to support an approach to conservation that is informed by science.
Implement a streamlined, science-based, results-oriented regulatory approach to protect human health and the environment and ensure effective enforcement.	• Update the scientific information used to develop guidelines and standards for environmental protection.
Strategy: Environmental Protection and Safety	
Protect, with partners, air and water quality in communities.	• Protect surface water and groundwater from health-threatening contamination by implementing groundwater regulations.
Implement made in British Columbia strategies and action plans to address issues associated with greenhouse gases, climate change and biodiversity.	• In partnership with other levels of government, support the development of a climate change strategy and ensure the province's interests are addressed in a national strategy.
Implement a streamlined, science-based, results-oriented regulatory approach to protect human health and the environment and ensure effective enforcement.	• Update the scientific information used to develop guidelines and standards for environmental protection. • Reduce prescriptive regulatory requirements to decrease costs to government and industry and implement results-based stewardship. • Acquire the data, information and knowledge to support an approach to conservation that is informed by science.

Government Goal 3: Safe, Healthy Communities and a Sustainable Environment *(continued)*	
Provincial Strategies (2004/05 – 2006/07)	**WLAP Strategies (2004/05 – 2006/07)**
Strategy: Community Services and Infrastructure	
Establish workable relationships with First Nations communities.	• Establish and maintain relationships with First Nations, communities, environmental organizations and academia to undertake activities to conserve ecosystems, species and habitats.
Implement a *Community Charter*.	• Participate and provide leadership in intergovernmental forums and associated initiatives to achieve provincial objectives. (e.g., Canadian Council of Ministers of the Environment [CCME], Union of British Columbia Municipalities [UBCM]).

Appendix 2. Risk Management

As part of the government's Enterprise Risk Management Initiative, staff identify potential risks to the ministry's ability to deliver its mandate and determine possible actions that might be taken in response to those risks. Some key risks and responses are listed below.

Environment, Health, Society and the Economy Risks and Responses

Risks	Responses
• The optimal indicators of environmental health may not have been identified. • Predictions of how current activities will affect the environment may not be accurate enough. • Policies, programs and actions to address environmental impacts may not be appropriate or adequate. • Road development, water consumption and discharge of pollutants into the environment continue to affect air, water and habitat quality. • Rapid expansion of human activities continues to alter habitat and increase the number of species at risk. • Development and human activity heightens conflicts between wildlife and humans. • Emissions such as carbon dioxide and other gases that contribute to atmospheric warming have increased markedly. • Negative perceptions about environmental practices in British Columbia may adversely affect international markets. • If others do not take appropriate action to share responsibility for the environment, ministry actions may not be enough to mitigate impacts.	• Audit the effectiveness of outcome measures and results to determine the best environmental indicators for future reporting. • Facilitate ways to incorporate reporting information (e.g., Environmental Trends reports) into priority setting, policy development and performance measurement. • Continue to support initiatives to limit air and water emissions. • Respond to and participate in national and international environmental initiatives (e.g., oil and gas exploration). • Continue to support environmentally responsible production practices and product stewardship programs. • Continue to work with the public and industry to develop strategies and partnerships related to identifying, protecting and recovering species and certification of resource industries. • Use outcome reporting to provide current and scientifically credible information to media, educators and policy-makers to foster awareness of environmental issues in decision-making and encourage stewardship.

Technology Infrastructure Risks and Responses

Risks	Responses
• Lack of robust information technology will affect the ministry's ability to support effective monitoring and reporting systems or to benefit from business process improvements. • Integrated data may be lacking on which to base decisions about standard setting, monitoring, compliance and public reporting. • Changes in service provision by other ministries may have unintended effects.	• Take a long-term approach to ensure that the ministry's information systems and information management needs are identified and data standards are met through the work of the Systems and Information Planning Committee (SIP). • Continue work to integrate existing databases through improved information systems platforms. • Continue to use SIP committee membership as the vehicle to communicate needs and understand the changes occurring.

Employee Development Risks and Responses

Risks	Responses
• Existing staff may need to supplement skill sets. • There is an inability to retain employees. • An aging workforce means increased retirement rates and knowledge retention issues.	• Implement a human resource strategy that includes: — ensuring that all staff have an Employee Performance and Development Plan (EPDP) in place and conduct 360° leadership surveys for managers. — conducting employee surveys to monitor workplace wellness.

Revenue Risks and Responses

Risks	Responses
• Revenue from recreational service fees may be affected by: — changing demographics; — negative consumer response; — external factors such as West Nile virus; and — trends in international tourism markets.	• Implement improved approaches to awarding park contracts, as a result of the external review of the park operating and contracting process in 2002/03. • Revitalize the visitor campground satisfaction survey to provide up-to-date market information. • Work with First Nations and Heartlands communities to identify partnerships and economic opportunities. • Continue to monitor changes in demographics that may affect revenue generation.

Appendix 3. Update on *New Era* Commitments and Key Projects

The *New Era* document contained many far-reaching policy objectives. The ministry has made considerable progress in achieving the key government commitments contained in that document. The ministry has also made progress toward completing other key projects as directed to the Minister. Many initiatives have been completely addressed, whereas others are multi-year in scope. The status of each commitment and project is indicated below, and for the sake of completeness a comprehensive list of initiatives is provided.

Commitments	Key Projects
Prohibit logging or mining in provincial parks.	• The government has publicly re-confirmed this legislation and policy.
Lift grizzly bear moratorium.	• The Minister of Water, Land and Air Protection lifted the blanket moratorium on July 16, 2001, and replaced it with regional moratoriums where specific conservation concerns were identified. • An independent Grizzly Bear Scientific Panel (charged with reviewing methods and issues considered significant to grizzly bear conservation in British Columbia) submitted its report in March 2003. The report confirmed that the ministry's management of grizzly bears is effective and that sound population estimates are being used.
Ensure decisions on new parks are made in public.	• Approval for parks (such as a new Gulf Islands national park and new provincial park at Wakes Cove on Valdes Island) was granted by open cabinet.
Acquire and protect Burns Bog.	• The province recognizes that Burns Bog is a globally unique ecological system and remains committed to its purchase and preservation. In December 2003, the provincial and federal governments, the Greater Vancouver Regional District, and the Corporation of Delta submitted an offer to acquire 5,426 acres within Burns Bog. The B.C. Supreme Court has been asked to approve the sale of the land.

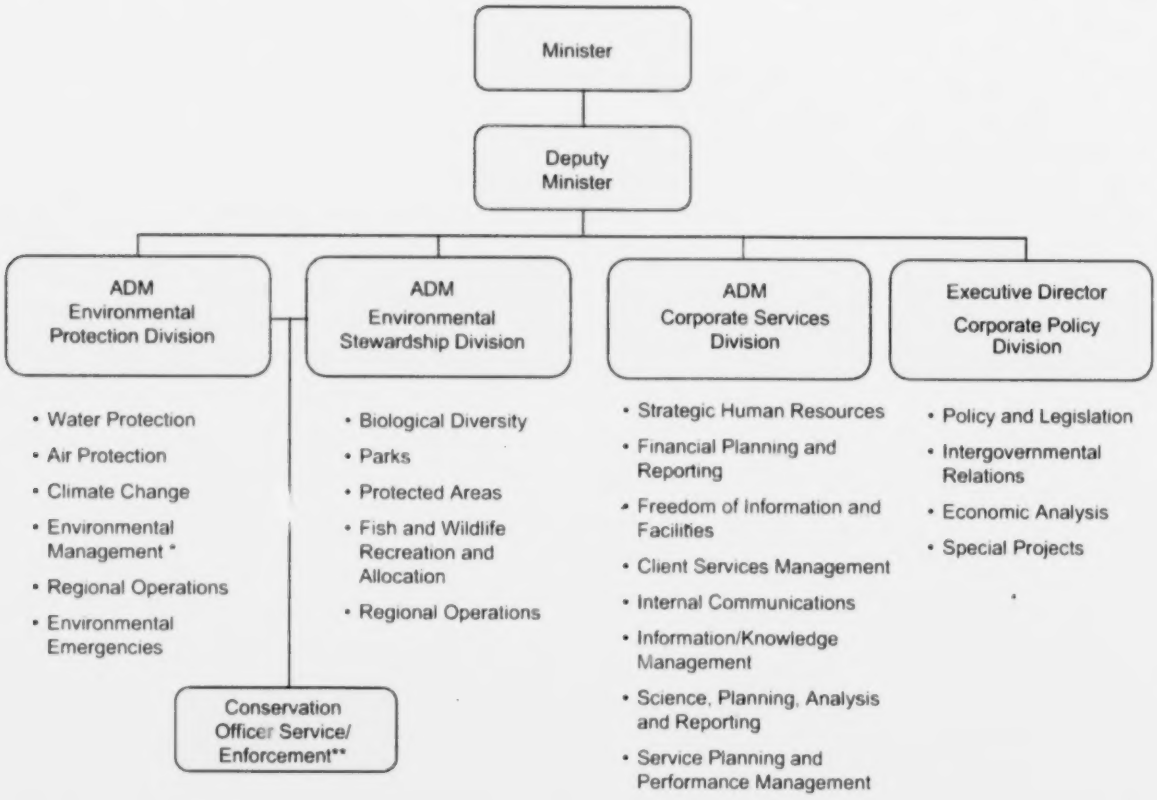
Commitments	Key Projects
Implement an improvement plan for threatened airsheds.	• The ministry is developing the science and a framework for working with communities to improve air quality. • In partnership with other levels of government, support the development of a climate change strategy and ensure the province's interests are addressed in a national strategy.
Oppose Sumas II power project.	• The ministry is supporting the government's actions to represent British Columbia's interests at National Energy Board (NEB) hearings and file an appeal with the U.S. Environmental Protection Agency.
Maintain ban on bulk water exports.	• The government maintains its commitment to the legislation establishing the ban.
Introduce comprehensive groundwater legislation to improve the quality of drinking water.	• The government passed amendments to the *Drinking Water Protection Act* to strengthen accountability for the management and delivery of drinking water, and established an advisory board to assist with development of groundwater regulations.
Review the contaminated sites legislation.	• The ministry received and has acted on the report of the Advisory Panel on Contaminated Sites. • The recommendations of the panel were used to develop a new legislative, regulatory and policy framework for contaminated sites in the province, culminating in the enactment of the *Environmental Management Act* (Phase I, 2003/04).
Use science-based standards to protect the environment.	• The *Environmental Trends in British Columbia 2002* report was released, which summarizes scientific research on a set of environmental indicators.
Consider the appointment of a Chief Scientist who will advise government from time to time.	• The ministry has established an internal committee to provide advice on the acquisition and use of science to inform decisions. • The ministry has established panels of scientific experts to provide advice on specific issues (e.g., the Grizzly Bear Scientific Panel and the AOX Panel).

Commitments	Key Projects
Enact new or revise legislation to deliver on *New Era* directions.	• The ministry is working with partners to update provincial regulations protecting urban streams and strengthen the role of science professionals. The assessment should be complete in 2004. • The government has harmonized its vehicle and diesel regulations with those regulations under the *Canadian Environmental Protection Act* that meet U.S. Environmental Protection Agency standards. • The government has passed the Aquaculture Waste Control Regulation to limit waste accumulation on the ocean floor. • The ministry is reviewing the *Wildlife Act* and *Park Act* in order to update legislation in 2006. • The government introduced the Organic Matter Recycling Regulation, which made British Columbia the first jurisdiction in North America to limit the use of recycled organic material in drinking-water watersheds. • In May 2002, amendments to the *Environment Management Act* were introduced to streamline the ministry's process for entering into partnership agreements with government and non-government organizations. The amendments contributed to a mutual assistance agreement between the ministry's Conservation Officer Service and the Department of Fisheries and Oceans, Conservation and Protection service, and the Intergovernmental Mutual Aid Agreement for Problem Wildlife Incidents signed between the ministry and Parks Canada in July 2002.
Promote shared stewardship for the delivery of recreational services.	• The Recreation Stewardship Panel has delivered its recommendations for a new model to support fish, wildlife and park recreation. Implementation of the panel's recommendations began in spring 2003 and will be completed by 2005/06. • Preparation to transfer provincial freshwater fish hatcheries to a new non-profit society was completed in March 2003.

Commitments	Key Projects
Develop a Biodiversity Strategy.	• The ministry will develop an overarching strategy to protect biological diversity to provide a long-term vision and action plan for managing and conserving species and habitats. The strategy integrates ecological, social and economic objectives. Strategy development is targeted for 2005/06.
Develop a Living Rivers Strategy.	• The government has set up a $2-million trust fund to assist in protecting and restoring British Columbia's rivers.
Deliver a results-based Forest Practices Code.	• The ministry has worked with the Ministry of Forests and the Ministry of Sustainable Resource Management on the *Forest and Range Practices Act* and regulations. The ministry will continue to work with its private- and public-sector partners to develop environmental standards and best practices.
Create a trust for private land donations.	• The ministry is working with the Ministry of Sustainable Resource Management on developing an approach for establishing this trust.

Commitments	Key Projects
Encourage a strong private-sector economy that maintains high environmental standards.	• The ministry is exploring ways to expand investment in species protection and recovery by 2006/07. • A new AOX Regulation was enacted in July 2002 to appropriately limit discharges of adsorbable organic halides (AOX). A new comprehensive pulp mill standard will be part of revisions to the *Environmental Management Act* (Phase III, 2005/06). • The ministry's review of waste management legislation is expected to result in additional changes to the *Environmental Management Act* (Phase II, 2004/05; Phase III, 2005/06). • The *Integrated Pest Management Act* was passed in the fall 2003 legislative session to replace previous legislation. Once fully implemented, the regulations are expected to eliminate the need for authorizing routine pesticide applications and enable a two-week turnaround on pesticide application certification, thus lowering costs for government and small business. • New guidelines were introduced for coal-fired power boiler emissions, setting target limits that are comparable to those in neighbouring jurisdictions and are consistent with the province's energy policy. • The ministry completed a review of the product stewardship program to extend industry-led product stewardship (e.g., used oil recycling). • The ministry is exploring options to encourage First Nations partnerships to realize the economic benefits of tourism related to park, fish and wildlife recreation (e.g., the new collaborative management agreement with the Hakai Luxvbalis Conservancy Area on the Central Coast and with the Heiltsuk First Nation). • The ministry will support the 2010 Olympic and Paralympic Winter Games by identifying opportunities for appropriate economic development in recreational areas (e.g., enhanced parks) and participating in the resolution of land-use issues.

Appendix 4. Ministry Organizational Structure



*Environmental Management includes product stewardship, industry and local government emissions and discharges, hazardous wastes, floodplain and dike safety, and contaminated sites.

**The Conservation Office Service has a dual reporting relationship to the ADM of Environmental Protection and the ADM of Environmental Stewardship.

Appendix 5. Summary of Related Planning Processes

Human Resource Management Plan

To achieve the ministry's future vision, the executive and management are committed to creating a high performance organization that is results-driven and client-focused. This commitment is achieved through a workforce that demonstrates leadership and creates a workplace environment that fosters learning and innovation.

The ministry's multi-year Human Resource Management Plan (HRMP) supports the achievement of its Service Plan goals and objectives and is aligned with the government-wide Corporate Human Resources Plan. The HRMP also informs the ministry's business and individual performance plans. Key performance measures related to this goal are presented under Goal 4 in this Service Plan.

The six key goals of the ministry's HRMP are:

- proactive and visionary leadership;
- performance-focused workforce;
- learning and innovative organization;
- flexible and motivating work environment;
- strong relationships between employees and supervisors; and an
- effective, future-looking people strategy.

Key deliverables include:

- employee performance and development plans that enhance performance by linking staff activities to divisional, ministry and government objectives, identifying individual staff development needs and providing a method of recognizing milestone achievements;
- development of a ministry learning strategy during the first quarter that includes developing adequate skill and comfort to fulfill human resource management responsibilities; leadership competencies to develop future leaders and to help staff address succession challenges resulting from three years of workforce adjustment; and
- enhanced clarity about who we are, what we do, and for whom we do it — as reflected in timely communication with staff regarding ministry direction, activities and deliverables and in the acknowledgement of achievements.

Information Resource Management Plan

All ministry systems applications are hosted by the Ministry of Sustainable Resource Management, which also collects and integrates data and provides information access for the Ministry of Water, Land and Air Protection.

The Ministry of Water, Land and Air Protection prepared its 2004/05 – 2006/07 Information Resource Management Plan (IRMP), which is linked to both the ministry's strategic and operational processes. The mandate of the ministry's Systems and Information Planning Committee (SIP) and the information and knowledge management section is to provide high-quality, cost-effective solutions to meet the ministry's business needs. Key strategies include:

- providing technical solutions that are aligned with the ministry's business and service plans;
- seeking partnerships with other ministries and with the private sector in the areas of systems development, maintenance and support;
- acquiring cost-effective, existing commercial products to minimize customization;
- adopting corporate standards; and
- using the Government Enterprise Portal as a single window of service to ministry clients and to disseminate program information.

Key activities for 2004/05 – 2006/07 include:

- developing an E-Service Delivery Strategy and implementation plan;
- converting all Web sites and electronic services to the Government Enterprise Portal to provide a single window to land, resource and geographic information products and services in British Columbia (the ministry is scheduled to convert 1,000 Web pages by August 2004);
- assisting in developing and implementing an integrated business process and business solution model that supports all ministry authorization and compliance needs;
- defining and designing an integrated environmental data model required to support the ministry's business; and
- identifying user and client access methods and tools to access key information sources for decision-making purposes.